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| ***PARTICIPANTS*** | | |
| ***LAHC Tenured Faculty*** |  | ***Advisors*** |
| Wendy Hoffman - Business Division Chair & Professor of Accounting |  | Daryl Kato, CPA |
| Nestles and Nissen Foods CFO - Retired |
| Elsie Linares – Computer Applications and Office Technology |  | COO of a vertically integrated corporation |
| Al Multari, |
| Nestles and Nissan Foods VP of Operations – Retired |
|  |  | Bar Nana - Partner |
|  |  | Debbie Turano, El Camino College Facilities Department |
| ***LAHC Adjunct Faculty - Business*** |  | Michelle Adams, Client Management and Casting Director |
| Ramon Baltazar |  | Donna Barrow, LAUSD Assistant Director Human Resources and Personnel Services |
| Sean Kelleher |  | ***Guests*** |
| Kathrine Maschler – BUS, CAOT |  | Priscilla Lopez, LAHC Dean of Academic Affair for Business & Adult Education |
| Rodger McGinness |  | Mercy Yanez, LAHC Dean of Student Services and EWD |
| Dr. Dorothy Phillips – BUS, CIS, Real Estate |  | Dr. Elena Reigadas -LAHC Tenured Psychology Professor |
| Dorothy Presley – BUS, ACCTG, CIS, CAOT |  | Louis Wolff -LAHC Adjunct Accounting Professor |

Agenda

Topics for Discussion:

1. Harbor college offers an AA and AS-T in Business Administration which are both transfer degrees. As potential employers would your company or industry put importance on a designated AS degree with concentrations like accounting, finance, international business, management, or marketing?
2. We currently have a Skills Certificate in Management and Supervision, but it is limited in scope due to unit cap which is 12 units and limited to the recordation at the recorded issuing community college. A Certificates of Achievement provides up to 24 units of discipline relevant courses and upon completion is recorded on the student’s college transcripts. Do you feel that offering Certificate of Achievements are more advantageous to the students when applying for employment?
3. Would you consider a Certificate of Achievement in Management and Supervision or Human Resources a benefit when applying for an entry-level or for position advancement?
4. What operational changes has your organization implemented since COVID 19? Do your businesses have a plan to reestablish normal operations? Or, are your organizations integrating more e-commerce changes and implementing more telecommuting? How has this affected your Budgeting and outsourcing?
5. What does your organization currently find to be the 10 most important skills for business employment?
6. What are the employee skills and characteristics and workforce preparation you believe your company will want in the next 10 years? Entry level skills?
7. The decline in ethical practices has become an important issue in our society. All cultures believe in operating in good faith, honoring commitments, and being respectful. The United State has had few large-scale corporate scandals until early 21st century when we witnessed more than a half-dozen dozen corporations violate state and/or federal laws. Due to the increasingly questionable business practices and the lack of political oversight do you feel that Harbor College should consider adopting business ethics courses? What measures should faculty take to ensure students are educated in and adhere to inclusive and ethical standards?
8. How have organizations communicated their dedication to communities and stakeholders?

**Summary of Meeting**

In summary, employers agreed that all the proposed certificates/degrees have value: entrepreneurship certificate and degree; a banking and finance certificate; a certificate in advertising and marketing and an HR certificate. Their focus for HR was more on leadership, team building, organizational behavior and management of the company. They discussed the need for supply chain curriculum and the growing importance that the supply chain, logistics and global trade has on businesses.

The employers were asked what skills they are looking for and one employer identified the three H’s: hunger, hard working and humility. Other skills included basic writing skills. One employer said that individuals are being hired and they do not know how to write a professional letter or memo that has proper punctuation and complete sentences. Individuals/students are used to texting and not writing complete sentences. The employer is advising that people set up a professional email account and not Surferdude@. Another employer identified the importance of soft skills and being able to communicate and work in teams. From a small business perspective, an employer is looking to hire someone with multiple skills that is willing to do whatever it takes to get the job done.

Social media and e-commerce were also identified as important areas for business and industry. COVID has shown that a company can make a year’s worth of sales in three months via e-commerce/online sales. It was identified that e-commerce is here to stay and will definitely be a distribution channel for companies going forward. Curriculum in social media marketing and e-commerce is a plus.

The importance of Cloud Computing was discussed and that more and more businesses are using it and on-site servers have disappeared in the workplace. Technology such as QR coding is allowing businesses and industry to track and trace back to the source. This is usual in the farm to table concept.

*Detailed Meeting Discussion with Highlights of Key Concepts*

**Meeting start time: 11:00 am PST**

Wendy Hoffman: Good morning everybody. I hope you're all well and thank you for attending the Los Angeles Harbor College Business Discipline Advisory Meeting on June 26, 2020. I have an agenda that was emailed but I will put a copy on the screen. The is an advisory meeting for business department and will focus on business programs.

Again, I welcome everyone and thank you for your time and assistance on reviewing and updating our curriculum and programs.

I will introduce myself and then If the attendees would please introduce themselves and provide their background we can become acquainted. My name is Wendy Hoffman and I'm an accounting instructor and the Business Division Chair.

Sean Kelleher: I’m Sean Kelleher. I teach primarily finance, marketing, business and supply chain management. I love to teach and that's why I'm here. I think that's all I have to say.

Louis Wolff: Good morning. My name is Lou Wolff. I've been teaching (accounting) for 45 years. So, I guess I've gone through the process many, many times over. Currently I just finished teaching intermediate accounting. I will be set up to teach accounting if the numbers start increasing and also the tax 15 class. Right now, enrollment is low, and I'm really concerned about my numbers. Thank you for inviting me to the meeting.

Mercy Yanez: Good morning, everyone. I'm acting Dean of Economic and Workforce development for the college and also Dean of Student Services. Welcome. It's a pleasure to see the faculty and also to meet all of the advisory members. Thank you for having me.

**Daryl Kato**: Hi everybody else I'll start off with my lovely wife Lori. She's a professor at, at Harbor and that's how I was introduced to Wendy. Thanks everybody for having me. I've got 20 years of experience in a variety of cross functional disciplines. Started off my **career in finance, accounting Deloitte, or my CPA**. I spent the next 15 years or so in **private practice, mainly in consumer-packaged goods**.

Starting off my biggest company was **Nestle** where I met Al Multari who's also on this call. He was my boss, my mentor for many, many years. I ventured out from finance and accounting as a kind of stable base and ventured out into my own startup. I did that for about five years. It was a digital out of home marketing and advertising company. Then I went back into private CPT sector. When Al asked me to come back I worked for **Nissen foods as their chief financial officer** and currently I'm the **Chief Operating Officer for a vertically integrated company** in California.

**Al Multari**: Thank you for inviting me. This is great. It's a great opportunity. My experiences as Daryl says have been pretty much **packaged goods for the last 35 years**. I started off with **Nestle spent about 20 years** of that 35 with them. Worked for some smaller companies and work for some private equity backed companies. I was running **US and Canada for Nissen Foods**. I met Darryl at Nestle, we worked a lot together and had a great time. Then when I got to Nissen I knew I needed Daryl to go to save my butt. So, I hired him, and he came in and helped me out and did a fantastic job. And then when we, when I left there. I was going to retire and just do some consulting and actually talked about teaching, but I started **consulting for a small company in Santa Monica**. It's a private Company. We were called **Bar Nana. We do upcycle banana products for snacks very small company** which is well funded now and I'm helping the founder run that company. So, I've been doing that for about nine or 10 months and really enjoying it. I just moved down to Palos Verdes about two months ago. It's gorgeous.

Wendy Hoffman: Wonderful. Welcome. It's great to meet you.

Dorothy Presley: I'm a 20-year adjunct professor at a LAHC. Thank you all very much for coming today.

**Debbie Turano**: I am Debbie Turano. I work at El Camino college for the facilities department, and I've been there for 29 years. Before **that I worked in a family business doing everything**.

Rodger McGinness: I've been in Education over 40 years, and I teach management and marketing and intro to business. I've been online and am retired from full time work. So being online and teaching online is a lot of fun for me. So I'm happy to be here.

Elena Reigadas: Thank you for inviting me and I have a limited connection here. I'm a professor in the Psychology Department and I'm also a small business owner, and I'm very interested in the curriculum from the business department because I can see you know from your proposed certificate in human resources that we can combine psychology and business.

Priscilla Lopez: Hello. Good morning, everybody. On behalf of Harbor college. Welcome. My name is Priscilla Lopez. I'm the Dean of business academic affairs and adult education and whatever else they need my help with. So we're excited to have you. I think this is a very exciting time for the department, in some ways, even though we've been around for, you know, years and years and years. In some ways we're kind of in startup and growth mode because we have some really exciting new pathways that we're starting and we're just trying to get everything going. We really appreciate and need your help as employers to give us some feedback and tell us if we're going in the right direction or steer us in the right direction if we're not. But we appreciate you being here and thank you.

**Michelle Adams**: Okay. Hi everybody I'm Michelle Adams. **I'm a casting director for entertainment TV and film. I've been doing for over 24 years now, and I work for Netflix, Fox and Paramount a few others.** I'm glad to be here and thank you for inviting me. I was invited by Dorothy Presley. Thank you, guys. I'm looking forward to hearing what you guys have to say.

Ramon Baltazar: My name is Ramon Baltazar and I have been working mostly in operations management and procurement for the past 30 years and teach business at LAHC. And I'm glad to see all of you.

Dorothy Phillips: Hello, everyone. I'm Dorothy Philips. I teach business, CIS and real estate. I have over 37 years in the IT field in both technical and managerial positions. I have been working on the Cloud Computing Pathway, and ITT Pathways and am looking forward to initiating cyber security. I am looking forward to getting students trained, certified, and employed in the IT field. I am Glad to see everyone.

Elsie Linares: Hi, good morning. I have been at Harbor college and working in different areas for 25 years. I am teaching computer application and office technology.

**Donna Barrow**: Good morning, everyone. My name is Donna Barrow, and I was invited by Dorothy Presley. I work for **Los Angeles Unified School District for the past 34 years**. I was a classroom teacher, but I've **spent the majority of my time over 20 years in human resources.** As an assistant director, both on the certificate inside and with the personnel commission. I'm currently the Assistant Director for the assignment side of the personnel Commission. It also was a part of project match the only CCD, and I've actually taught a semester at Mission College in the Culinary Arts department. I think that's mostly why **that connection with HR** and also my connection with Project mentioned harbor College. Dorothy invited me so I'm excited to be here to hear what you have to say.

Wendy Hoffman: Our **agenda has a number of topics and we would like to discuss which include program updates, as well as new curriculum, degrees, and certificates**. We would like to ask the group a number of questions about the outlook for industry segments.

COVID gave us no choice but to work from home. This pandemic has forced business to realize alternate operational plans; therefore, what short-term and long-term changes do you envision and the impacts they will have on different business segments. Dorothy Presley will present our programs to you.

Dorothy Presley: We've been going through quite a few changes. But currently, **we offer three business degree programs. Two of our degree programs are for transfer and one is an Associate in Science degree which offers individuals concentrated business curriculum which applies to a 2-year degree. Students may obtain a Certificates of**

**Achievement in Business Administration. We have one so far and hopefully in the future we'll have more. We would like to purpose four new Certificates of Achievement in 1. Human Resource Management, 2. Management and Supervision, 3. Banking and Finance, 4. Advertising and Marketing. Currently, we only have skill certificates in the purposed areas of finance, marketing and management and supervision.**

The difference between a Certificate of Achievement and a Skill Certificate is the Certificate of Achievement has more units in the designated area and upon student completion is recorded on their transcripts. Our program learning outcomes are structured in such a way in which, once the student has successfully completed the program, they will be able to demonstrate a mastery of economics, accounting, finance, business, enterprise relationship, management, business law, human resources, and marketing. All of those components are included in our degrees.

We’re hoping that our students can also achieve a firm understanding of communications. **Communications is a key component in all of our programs. Additionally, we’re hoping to expand our programs and include some cross curricular development in particular area.**

Our disciplines are updated every two years and faculty members are required to evaluate the disciplines’ functional areas to prepare students for successful in their chosen field. The process of updating or introducing new curriculum, degrees, and certificates is timely and requires research, regional labor market information, discipline workgroup meetings, annual advisory meeting, and division confirmation. This includes not only degrees that transfer to four-year colleges or universities but also applies to certificates of achievement and skills certificate which are offered to improve students’ skills.

I spent 14 years in the insurance industry working in accounting and auditing. I spent 10 years at LA Unified School District. I'm hoping that and over the past few years, my students have learned a lot and have applied the concepts in the business world. Also, I hope we can develop students' Integrity. All of those things are important, integrity, honesty, and ethical behavior. We put a lot of trust in our students, from an honors perspective, because if you're taking a class online and you're being assessed online how can we be assured the enrolled student is actually completing the test? I just took a certification test exam, and the exam was proctored. The exam required that I completed the test without one additional application open on my desktop.

Wendy Hoffman: Thank you, Dorothy. **Some of the proposed curricula are in advertising and marketing, which are hot topics for the state and the district. We’re would also like to propose Certificates of Achievement in E-commerce and Entrepreneurship. But we're having a difficult time getting students to enroll in entrepreneurship, although it's really great course We may move entrepreneurship to noncredit to expand our demographics.** The curriculum and certificate program are for business owners who wish to expand their knowledge and improve their business through development of a business plan. As we are all aware a business' location is vital and sunk costs can be prohibitive and COVID has become a game changer. That is why the components of a business plan are so important and should be offered in a certificate. Our college could become a “go-to” source for business improvement and currently the classes are free.

Additionally, **we would like your feedback on the areas of human resources and operations management**. I remember my accounting program did not have many management courses. We concentrated on accounting. We didn't have a lot of time to do much else. I recall that accounting curriculum had few management courses, and I could have used them as I was hired by UNOCAL as a lead accountant in my final year at CSUDH. My position required me to supervise five accounting clerks without much training. Students don't have an opportunity to develop emotional intelligence - which is a really big deal.

Another area I feel our **business curriculum should grow is in finance, investments, and banking**. We would like your feedback on this topic, which is essential. Again, thank you for your time. Our mission today is to obtain your feedback about the topics listed on the agenda. (Please refer to the agenda questions at the top of the page.)

Daryl Kato: Yeah, oh, maybe Al should start this one, you have the most experience.

**Al Multari**: I think on **the marketing side**. Yes, you see a lot more responsibility taken in marketing. Not only marketing your products but marketing your company, making sure that people feel good about doing business with you, I think, is a huge deal. Now, more so than probably ever before, especially as the younger generation comes through. They seem to be much **more attuned to social media through the digital world** or whatever. Much more attuned to what's going on in the world in which companies are either trying to pay it back or to try to know, help that the world situation whether it's, you know, **global warming or food waste** or whatever the case may be.

I do think that there's opportunity for kids or students to learn more about what that means. How does it work? I'm not sure if I would call a **green marketing, per se, I would call it, either ethical marketing** or word I'm looking for. Daryl always helps me with the words. Responsible marketing, and so those things are definitely a big deal.

So, what does that mean and how do you do it? You know, it's a slippery slope. Sometimes you put your neck out and in **social media** everybody wants to jump in and chop it off. So how do you respond to that? How do you make sure that your cause, and the values of your company stay above everything else? How do you communicate with people and **determine what's important to them**? I think there's a lot to be learned. I know I have learned a lot. I did a lot of marketing for companies for a long time. In the last year I've been working for a small very environmentally sensitive food-based product company. I've learned a lot about advertising and marketing and how important it is **and how, when, and where to communicate with your customers**. So, I think there's a lot to be learned there.

Daryl Kato: Yeah, I'd say the same thing to the **social corporate environmental responsibility and sustainability really are the key words that I've heard over and over again and in practice**. It's nice to see because it's not just sustainability in terms of the environment in the planet, but also about companies. It's no longer about squeezing every penny out of each other. **It's we need to make sure that our supply our, our counter parties, are our suppliers, and our customers are sustainable. For the unified supply chain**.

When we (Al Multari and Daryl Kato) were at Nissen I remember you told me that Costco asked to audit all of our factories and what's really nice is they didn't just look for GMP, you know, ISO 9000 type stuff. They (Costco) actually asked employees, “Do you enjoy working for Nissen? Do they treat you well? Big companies like Costco only want to do business with you if you have an equitable, transparent, and positive corporate culture.

I also saw it at Farmer Brothers, when we were supplying coffee to make cafe coffee for a quarter of McDonald's restaurants. We won a blind bid process, and then they ranked us on various criteria. Farmer Brothers was interested in our business practices such as sustainability, etc. One of our bids wasn’t priced right and we actually lost because they said we were priced too low. I thought that was really interesting. They said that you cannot sustain your margins within that pricing and you're trying to just get the business. **We need to make sure that our supply chain is sustainable and then all of our partners make a profit as well**. This was nice to see in practice.

### Al Multari: Yeah, I think it's very important. Especially, from a retail standpoint, selling to Walmart and the cost codes and things like that. Clearly have to have a good product that consumers are going to want and see added value in the purchase. But oftentimes, the things you do from a sustainability standpoint get you in the door and help you get a little bit better seat at the table. It’s really important that Bar Nana the small company I am working with is a certified B Corp[[1]](#footnote-1) which we just completed at the end of last year. I don't want to go into all the detail, but the idea being certified as a B Corporation indicates that our company’s mission are the three P's - profit, planet, and people. We’re in for profit, but we also feel that planet and people are of equal importance. That's how we run our company and we had to go through a lot of hoops to get there and get certified. At the end of the day is part of our value system and we value our workers, community, environment, and customers.

Wendy Hoffman: I subscribed to the Environmental Working Group, which tests products for safety and rates the food and consumer products for human and environmental toxins and provides rating guides. It is like the Consumer’s Report but for human and environmental safety. When I was teaching business courses, marketing and branding began to focus on company ethics, sustainability, fair trade, diversity, and eco-friendly products, purposes, and people. The companies that spearheaded these movements have gained market share and profited both in the consumer markets and in the stock market. Actually, ethical companies, were more likely to obtain financing because their business plans focused on long term projections, not just short-term profits. Sustainable capitalism is a goal we should be integrating into our organizations. Instead of depleting resources and defiling our nation. it is better to adopt practices that extend a business’s lifecycle and ultimately make additional profit. But how does a domestic company compete with foreign government supported markets that exploit human and natural resources, produce and flood markets with low-quality and low priced products so they can capture the market and make as much money as possible? These foreign manufactures are fully aware that American consumers are driven by price and not necessarily by quality. So, what do you do under these circumstances?

Al Multari: Daryl is finance guy. But, I will tell you, we've been doing some funding rounds over the last several months and there are a number of funds and institutions that will only invest in companies that are ethical, sustainable, . And certainly, in many cases, at least at our size.

Now, what if you go to very large banks or financial institutions? I'm not sure how we would be received? That's what gets you over the hump, but you will **still need have to have a good business plan, a good product, be profitable, but for you to have a sustainability story is a big deal.**

**Wendy Hoffman: So, do you feel that any of our college’s certifications should include ethics courses? And, would courses in ethics, or multicultural or gender communications add value to an applicant’s skill set if they applied at for a position at your company?**

**Would a Certificate of Achievement in Advertising and Marketing that includes courses in e-commerce, multimedia marketing, advertising, and public relations be useful in your industry?** **I was wondering if Bar Nana would be interested in having students volunteer, shadow, or would hire for part-time work.** Dean Lopez would be the person to arrange the placement. Students would then be able to put theory into practice.

**Al Multari**: No, I don't see any reason why that wouldn't be possible from a company standpoint. I can't speak to all companies, but **anytime you can get someone who can help and if you got good projects where they're just kind of shadowing people, I think there's a lot of people willing to do that.**

**Daryl Kato: Absolutely, I wish there were deeper connections between industry and education. So many opportunities where companies face some challenges**. Let's say we were trying to redesign the Walk of Nerds candy box; we would partner with local schools. We formed a good partnership with a School of Design, and they made it a project. We got some really great concepts out of that. It's a win-win for the students because they get an opportunity to participate in a real-life case study, use their critical thinking skills to design and work on the project, and see how their designs were used in making the new box. **The business gets a benefit of some great idea from talented students that they didn't know were right in their backyard. It's a great relationship to build because you have industry and education so closely linked together and the students will be the first ones considered when the company is thinking of hiring if the project was successful.**

**Louis Wolff: You may have to have them sign an NDA confidentiality agree**ment before they come into your If your workplace.

**Al Multari: It sounds like a great idea**.

**Donna Barrow: In the culinary arts world there have always been externship whether it's Cordon Bleu, CIA… I know that Mission College has externships. There's always been internship in the culinary world, whether it's at a restaurant, at cooking school, or even working with individual caterers. But externship for the students have been a big part of the program.**

Al Multari: That makes sense, and you know signing an NDA is pretty standard stuff for anybody who comes in. Anytime you're going to get close to confidential information. We always have that ready to go.

**Wendy Hoffman: Moving on to the next topic, we would like your feedback about entrepreneurship and if the program should be credit or non-credit or both?**

**Dorothy Presley: I'm part of a college consortium, that is currently working on a program for entrepreneurship which is sponsored by Intuit corporation. Santa Monica College is the program lead and are working with Intuit on developing and promoting entrepreneurship on the Intuit website which includes industry certifications**.

**Al Multari: So, when you get a certification. What is it? What does that entail?**

Dorothy Presley: I teach QuickBooks in the credit program. My main purpose is to train students who want to become professional bookkeepers. Upon completion of my QuickBooks courses students are prepared to take **the Intuit QuickBooks test so they may be certified.** Once an individual passed the QuickBooks certification exam, they have demonstrated that they are proficient in the application and are able to either start their own bookkeeping business or work for a company. We added a basic bookkeeping course to introduce accounting theory and practice to the certification because students must have a understanding of basic accounting prior to their QuickBooks courses. Harbor faculty must prepare students for the changing nature of business and survival often requires students to have an understanding of accounting, marketing, management, and finance.

Al Multari: So, if I were to get an entrepreneurial certification of achievement, to whom would I present that? Or would that just be for my own purpose to say, I’ve checked all the boxes?

**Dorothy Presley: Entrepreneurship provides students with the tools create a business plan. Many small businesses, have a difficult time obtaining funding from banks or financial institutions without a business plan and projections. Lending institutions assess business owner’s intentions through their business plan. A lending institution is not going to lend a million dollars to an individual that does not understand the industry segment. The bank may view the business as unsound and feel that the business owner would just blow it. The knowledge and certification awarded will demonstrate the business owner’s commitment.**

I grew up in a household of entrepreneurs, my daddy owned a construction company, and my mom was a beautician. That was long time ago. They were successful entrepreneurs, but they could have been a lot more successful if they had more knowledge.

Al Multari: Okay, I see where you are going, and that makes more sense.

Priscilla Lopez: Hi all, this is Priscilla Lopez and for the certificates of completion there's a certain number of hours that the students must take in order to receive the certificate in the first place. As Dorothy was explaining. Once a student has completed the courses the college actually issues a certificate which will show on the students’ transcript too.

Al Multari: Okay, great. All right. Thank you. Thanks for clarifying that.

Priscilla Lopez: That's a little different. Yeah. Thank you for asking.

**Al Multari: I do think an entrepreneurial type of certificate or course curriculum would be beneficial and would help to check the boxes so that people understand things like accounting, cash management, and finance. Students would, then at least have the basics and all of that, and that that's very valuable for someone.**

At the end of the day, I'm not sure if it's something that they'll be able to present to someone and said, look, I have a certificate of achievement in entrepreneurship. I'm not sure what the world will think of that. I've never heard of that. Again, not being judgmental. I just haven't heard of it. But if it's for someone who's serious about being an entrepreneur and you're training them in the discipline it **may be beneficial**. **So, at least they know what they're talking about when they go out to raise money. When they go out to hire people what they're up against, those kinds of things, then I think that's wonderful. I think a lot of people would like to get a bite it that.**

Dorothy Presley: Statistics shows that approximately 90% of small businesses that starting today will fail within six months.

Al Multari: I agree.

**Dorothy Presley: It's important for students, business owners, entrepreneurs have certain amount of knowledge on how to run a business.**

**Al Multari: I totally agree.** I think this is very interesting to someone who has an idea or feels like they don't want to work for a boss, or you know whatever. Their vision is to take a set of courses like that which would give them a fundamental foundation. It’s insight into business. I think that'd be great.

**One thing I would suggest** is - and Daryl probably vouch for me on this one - **you got to include something on cash and cash management. It can't be just accounting and finance, that is the reason why 90% of businesses fail, they run out of money. Daryl is much savvier about that than I am. But cash is king.**

Daryl Kato: I have to agree with Al. When I took accounting courses, and I became a certified public accountant. It was a very highly specialized technically skilled area. The CPA indicates that I'm certified and you can trust that I can do accounting, but I'm kind of struggling with what is a certified entrepreneur mean. Does that mean I'm a good entrepreneur? That students would receive curriculum and the knowledge they need to gain before they venture into that world. Absolutely. I just think the certificate is the question.

Dorothy Presley: So now to codify. It's like a commission.

Daryl Kato: Yeah, I think that's great.

Al Multari: So, again, from a guy that's not in there. What would be the difference of (a Certificate of Achievement) that versus making it available as a degree entrepreneurship? Is it just the number of classes?

Dorothy Presley: A Certificate of Achievement or Associates in Science provide students with specific coursework which focuses specifically on the discipline program. This prepares students for a business career without needing a 4-year degree. They just want specific courses. If students are required to complete a transfer degree there are whole bunch of other classes, they are going to have to take. But a Certificates of Achievement limited the required curriculum to 90 hours, or 180 hours, or 120 hours of course work.

Al Multari: So, the Certificate of Achievement could be a subset of an AA?

Dorothy Presley: It could be.

**Al Multari**: That to me seems like it would be a way to get people interested. But there might be or **probably is more value in the outside world with a degree in entrepreneurship as opposed to a certificate.** But if they decide that they want to go off on their own, they might not care about the degree. They just want to get the basics down. So, you can kind of get on the train.

Dorothy Presley: That's true.

Al Multari: There's a guy in our company who is entrepreneur and didn't finish college. He was a marathoner or a triathlete from Brazil, who dropped out of college and came to the US and did professional triathlons until he came up with this idea. And here he is. People come from all different places.

**Daryl Kato: Yeah, I think there's a ton of value in it. One of the more life changing courses I took in business school was entrepreneurship. It was more about the *entrepreneurial mindset*** because a lot of the ***big companies also still want that entrepreneurial spirit and mindset.*** I think it really changed the fear factor I had. The class that I took talked about the entrepreneurial fallacies, that they're lone Wolves or they’re extreme risk takers, or you need money to make money. They basically dispelled all those myths and one of the ways that It opened my mind and that need money to make money. This was pre-Kickstarter days where you had crowdsourcing and crowdfunding. Where they said if you do a pre-sale, if you sell something - a good or service – you could use that capital to then produce and deliver on what you sold. That's a way to raise money and it was mind blowing. It is difficult to dispel the myths, but the class helped me get that entrepreneurial mindset.

Al Multari: Yeah, the big companies really want it, and then they spend next 10 years trying to get rid of it.

Daryl Kato: Yeah. Second it.

Priscilla Lopez: Very true.

**Al Multari**: Just kidding. I think, especially now, being here in Southern California where business is really booming. I mean, there's a lot of small companies that are coming out of the Southern California area right now. More so now than in the past, **I think an entrepreneurial mindset is valuable** because I am working in that world and as is Daryl.

Daryl Kato: Yeah. And especially with a lot of the bigger companies moving out of California. It's a vital skill that you need.

Al Multari: I'm continually surprised how many small food companies, that are in the LA, San Diego area, which I never even heard of. And, they're popping up everywhere.

Priscilla Lopez: People need to eat.

Daryl Kato: Yeah. That's right.

Priscilla Lopez: I would think that probably there should be more small businesses or entrepreneurs cropping up as a result of COVID. That's what we're kind of anticipating happening. So that's why we were interested in creating these pathways in entrepreneurship as well. To get people going and get them started. Get them educated and then they can see if they need more education and go on.

Al Multari: You know what I’ve seen is a lot of people with ideas that were generated from the new environment that they're trying to get off the ground. So, it wouldn't surprise me that there was a bunch of smaller companies trying to get in the jet stream.

**Wendy Hoffman: Leading into the topic of human resources, what is your opinion on the need for training for human resources management or management and supervision?** I thought we could offer a Certificate of Achievement in Human Resource Management or Management and Supervision. I researched the area of human resource management, but certificates are mostly offered at the master's level. I question why training for HR should be at that level? HR trains individuals to work as liaisons between an organization and employees. Management and supervision is different than human resources because manager normally heads a specific department or division and must convey information to their line employees and develop team work to meet production schedules and budgets.

Al Multari: When you say human resources. Are you talking about the function? Okay. When I see human resources, I think of EMC I think of compensation wages bonus structure, review programs, things like that. Very specified.

Or, are you thinking more about team building, culture building, management style, and managing up and all that stuff? That to me, is a different than human resources. HR is HR right and so everybody knows what HR does. **I feel that the classes would be much more interesting if the focus was around leadership, management, or teamwork or something like that, than human resources just from a title standpoint.**

**Donna Barrow: What do you think of human resources? I was a member of SHRM (Society for Human Resource Management) rm for a while. They do have Organizational Management and Change Management. as titles within the Human Resources area and program culture. So, if you're focusing on leadership and how to work with your teams, it's under the umbrella of Organizational Management or Change Management, which is still a subset of Human Resources.**

They don't talk about it a lot and a lot of times and most of the people that I work with in the Human Resources Department of LAUSD have never had any classes in organizational management or leadership- which is a shame. I would probably love to make it a requirement, but my hands are tied with bargaining units and all of that**. But, if you're focusing on team building, culture building, management style, leadership and managing up you are pinpointing organizational management or change management.**

**Al Multari: I feel that organizational management is much more appealing to a much broader swath of people, then the title of human resources**. I don't know how it goes in a catalog or how you sell it. But the idea being that **change management, organizational management, leadership skills, any of those kinds of things would be great to teach kids at that age because being part of a team is sometimes a little bit tricky.**

**Wendy Hoffman:** The legal aspects employer and employee relationships are important and Human Resources personnel are liaisons that provide employee information and training so they are aware of their job requirements and responsibilities. Often employees have preconceived notions that they do not need training to be part of a workgroup, team or a culture. **All employees must be able to communicate and be considerate of others? How do we train students to work with emotional intelligence? To value and respect their peers?**

Elena Reigadas: And get involved.

**Daryl Kato: Yeah, I think you said it all probably rolls up under HR, but I've seen the industry slowly shift towards things like People Operations and go to Chief People Officer or Organizational Design and Development.**

Al Multari: I'm kind of old school.

Daryl Kato: The culture like Hello culture.

Al Multari: I've seen Chief Culture Officer.

Daryl Kato: Yep, Chief Culture Officer.

Al Multari: I think that's really valuable, but I would try **to pull it away from the technical aspects**. How do you calculate wages or what the payroll taxes mean and all that kind of stuff? **It's more about change or a class on organizational development and organizational management.** I think that would be really helpful for people. Like I said, I see a lot of people come in. Kids who are used to an environment in school, they come into a company and they sometimes struggle understanding how things work. So, anything you can do to help them understand how they can get ahead would be really, really good for them.

**Wendy Hoffman: Next I would like to ask you about our degrees. Let me share my screen. Harbor has an AA, AS, and AS-T in Business Administration. Do you feel there is added value in using discipline concentrations with our AA, AS, or AS-T in Business Administration? This is how the universities designate a concentration in these different disciplines.**

**Also, I'm a big advocate for early financial education and that everyone should understand how to manage their finances.** I don't care how old you are. My parents had me open a saving account when I was ten years old and deposited the money I earned from my allowance or that I received as gifts. Those were simpler times, and we learned all these things on our own. Today financial matters are much more complicated.

**Therefore, do you feel that concentrations for an AA, AS, or AS-T in Business Administration would be valuable to industry?**

**Also, do you feel that a Certificate of Achievement in Banking and Finance would be beneficial to students? Personally? Or, professionally? Is that something that we should implement?**

Al Multari: Daryl, you want to go first this time?

**Daryl Kato: Yeah, I like the idea of a concentration offering it and agree with you 100% on the personal finances.** I wish they offered that when I was in school. It's kind of like we were thrown into the world and we have to figure it out on our own.

Elena Reigadas: Early on.

**Daryl Kato: It can be hard learning experience. And so, I think that's a definitely that personal finances and finance are good starts. You know, I'm sure you could add on to the concentrations like a marketing concentration or a supply chain concentration.**

**I do see supply chain becoming more and more vital and important.** To be part of the conversation. Used to be manufacturing, sort of the core Engineering **but supply chain is one of those ones that especially in this connected world and with the Just in Time type inventory practices. Amazon drone deliveries. You mean it's the technology is getting there, to the point where supply chain is becoming one of the leading disciplines.**

Al Multari: I kind of look at backwards. If the objective is that someone wants to come out of school and get a job in one of these areas allowing and they know that then to me, that seems like it's great to have an area of concentration. So, if you want to be in accounting. If you have an area of concentration, it's only going to help you going forward. I know I got my business degree was marketing and finance and there was always some concentration. I think it's the right thing to do.

Wendy Hoffman: Supply Chain Management has become very important in the last 20 years. We have a Certificate of Achievement in ? Priscilla, can you help me out?

Priscilla Lopez: In logistics. Just Global Trade.

Louis Wolff: Wendy, I have a question. I thought we did have an accounting degree, or don't we have or are we not trying to combine business administration and accounting?

Wendy Hoffman: It's an AS in accounting.

Louis Wolff: Oh, right. What about all the other colleges like Santa Monica, Cypress serving those. Has anybody looked at what they offer in comparison to what LACCD is offering?

Wendy Hoffman: When I became Business Division Chair one of the first things, I did was to request a meeting with the Vice President of Academic Affairs. Dr. Villalobos helped the Business Division by submitting the required paperwork to the ACC JC paperwork so Harbor could designate **AS-T in Business Administration as being a fully online degree** so we could compete with other institutions. Optics are essential but we needed to update our programs. It is like having a store with nothing to sell.

Our AS-T is a guarantee that students may articulate to CSUs. Our AA is available for students who want to transfer outside the CSU system.

**Daryl Kato: What I like about the concentration concept is that it doesn't pigeonhole you either. You have the broad business administration degree, but you can use the accounting concentration to get a job in accounting, but it wouldn't preclude you from getting a job in human resources or finance.** You could use it when you need it to target your employment but that's why I like the concentration concept.

Wendy Hoffman: I agree. Thank you.

**Dorothy Phillips: Santa Monica is putting together an Associate Degree in Cloud Computing. I believe it will focus on Google, AWS Cloud, and Microsoft Cloud computing technology in general. We heard discussions about that during the last meeting and we should have more information coming forward about that. I'm not sure where they are in the process with the blueprint looks like, but it's going to help the cloud focus**.

That's really important because Just talk about the regional accounting meeting. I went to and Lou and I were there and Lou. The one thing I got out of that meeting was technology, technology, technology. Get with it. And that's why we have to stay on top of everything. Art asked to computer information systems degree is current because if it's easily basically,

WENDY HOFFMAN: Technology increases exponentially, and the division needs to integrate more of these courses in our pathways. **So, what do you see for the future for small businesses? COVID has changed most everyone’s environments**. At Harbor, it has shifted the burden to and required instructors to better equipped which requires us to have faster internet, computers, workspace…. Businesses in the era of COVID needed to quickly change to survive. The ones that were able to adapt and survive see that some of these forced changes have reduce their cost of overhead and make them more efficient. I am a person that believes in budgeting and cost sharing which even applies to our school. Often cost sharing will not work due to union agreements. That's another thing to address in human resources and organizational management.

Dorothy Presley: We are rapidly running out of time. And I was looking at the agenda for today. One of the things we haven't covered yet was looking at the **top 10 most important skills for business employmen**t. I'm interested in that, mainly because traditionally speaking community colleges train people to go out and get jobs. Those people who are not able to go on and get a bachelor's degree or master's degree or somebody who just want to equate that skills, the things that we traditionally have provided. That’s the reason I decided to teach because of what I saw in the business world and because of what I had to deal with in the business. The skill level of people to support personnel and other personnel just wasn't fair but it may be different today. What do you guys think are the top 10 most important skills for business employment? What are you looking for?

**Donna Barrow:** I was a small bit. **I have a small business, it's a personal chef business.** So I am still involved in the culinary world, but also **from the HR side and we are hiring entry level positions. We're hiring clerical workers and school supervisers and they take their district proficiency exam. If they don't have a high school diploma and such, we're looking to train them with require skills, such as *basic writing skills***. I see a lot of **applicants who are unable aren't discerning social writing, social interaction, social texting versus professional writing and professional interaction.** We often must pull them aside and tell them to create business Gmail accounts. I don't want to use you know surfer or ski at GMAIL. COM, or even worse, you know, the, the ones that are super personal with their friends.

**We must tell them that to use punctuation. Don't use acronyms. Don't use all caps. This is not a texting situation. This is professional writing that requires clear proper English grammar. Then even when they are hired and they must communicate with other staff members using email, their basic skills are lacking. They have limited phone skills which include listening skills and the ability to communicate information to others. Right.**

Basically**, if you're if hiring somebody you need to talk to them and know that they understand.** I admit that I may need to ramp up my social media skills but that doesn't always translate in the business world or quickly in public sector. So that's what I'm looking for.

**Daryl Kato: I think there's been a shift from IQ tomorrow EQ type skills.** **I've seen it from small companies**. Maybe it's more about what you can do, then we can train you become part of a larger organization. **It's not just what you do, but how you do.** Now you're working with more and more people and the **soft skills are critical communications and employees must problem solve, think, design, and have a general curiosity on how better perform their jobs.**

We have **three-prong criteria that we go through. You’ve got to be hungry, hardworking, and humble**. It's kind of a positive loop. You got to have the drive the passion, all of that which is typically fairly easy to find. Nobody goes into business thinking they're going to kick-back - ***so hunger is number one. They must want the position.***

***Number two is hard working.*** You're going to get those people that say, Well, I like to **work smarter not harder**. Unfortunately, you got to work harder and smarter nowadays. And I think ***the third one*** if you have the first two is by far the hardest to find ***which is humility***. **Staying humble and not think you know it all, because the minute you think you know it all you lose that hunger, and the positive loop breaks from the technical side**. Seeing a lot more in big data, how to manage all the information out there, whether it's consumer analytics. **It's, CRM Salesforce table Hadoop, block chain technology, again supply chain stuff, and then the marketing side digital social mobile, of course, is top. So, I think those are some of the hard skills would say look for.**

**Al Multari:** I think Daryl said it pretty well. You got to look at what you're hiring for. If you're hiring, at a very minimum, you need good skills right so if you're going to hire an accountant, they better be a good account. You’re expecting them to do that. That's different than if you're expecting them to go higher in the organization and to contribute more over time.

**In companies like mine, we don't have the luxury of hiring someone that's one player or one position player. You got to be able to do many things; therefore, skills are obviously the first thing.** I agree with Darryl that we **must really work on work ethic, making sure that people work hard, and they understand what it takes to get through**. I see a lot of people who want a nine to five (9 to 5 job) thing and that is what is expected and what the company should to them do.

You must make sure that you have **someone who's hungry and has work ethics**. The other thing that I always say they have to have a **certain amount of intellectual curiosity**. **They have to be able to ask, “Why?”** You know, why are we doing this this way? Why does this happen this way? The employee becomes an asset and helps to make the organization better and the people around them better which creates teamwork and a culture. Without that, you’re just kind of redoing the same thing every time and your company never improves.

And then lastly, and I think this goes to the humility thing, for me it's is about **the attitude**. **Are you willing to do anything? Are you willing to help anybody? Are you willing to do whatever it takes to get things through? I'll take attitude over skills in my organization.** Darry did a much better job of articulating but that's kind of my work - my way of thinking. That's why we work together so long.

**WENDY HOFFMAN: I agree! Employees are hired for skills and EI. Employers need team members to use their critical thinking skills, problem solving abilities, and teamwork to improve their competitiveness.** I always tell my students that they should be open to valid information channels and use your CTS and listen to your peers. If you find the information can be employed research it, discuss it with your team members, explore your options. Often corporations ignore information from line-workers because the hierarchy believe they know better. They suffer from hubris, which is one of the deadly sins. They need to listen to their employees who are aware of the day-to-day events and may have very important cost-saving and operational information. But people are often arrogant, and they won't listen. That's just foolishness. You must look at all these things and I think it's great. You guys are people I would love to work with.

**Dorothy Presley**: I have a question for Donna. Donna, I know that **LAUSD is this the largest single employer in LA** county. **What basic skills do they need to even get in the door? I'm talking from the bottom all the way to the mid-level management.**

I spent quite a few years in the insurance and defense manufacturing industry and one of the things that always got me promoted was my willingness to learn any new skill. If there was a problem, I would work to resolve the problem. Employees have options, they can just say, I can't do it, or they can take the initiative start investigating what skills I need to get this problem resolved. And that's something that I don't know whether we can teach or not. That's something you must inherently have which is a natural curiosity and the ability to plan to resolve issues whether it be by learning new skills or implementing new practices and procedures. Whatever is required and you willing to go and learn these skills? Are you willing to go and spend two or three days or week on your own dime to learn something new? I think that to me is extremely important. How willing are you to do what you needed for the company you work for?

There are more applications for jobs then there are jobs and if certain skills are required which can be verified by exam, then individuals should seek out the exam? The LACCD’s clerical staff receives additional compensation for passing the MS Office Suite proficiency exam but how many employees take advantage of the credit or non-credit training and exam? And, when I was working for LAUSD between the teachers and support personnel there were well over 100,000 people that were employed.

WENDY HOFFMAN: I was asking Dorothy about social media marketing because it is an area I am really not versed in because I've been teaching accounting, but I know that's part of the entrepreneurship toolkit**. So, what social media does your business use? And what do you find to be easiest to use? The most cost effective? The which is responsive? Do you use search engine optimization for positioning? Businesses can build websites, great, but what are the costs? What is the ROI?** All these things become very expensive and erode profits.

**Daryl Kato**: Yeah, me neither but Elena serves on the board of a small startup. They make handmade soaps and things. We're always talking to her, and she's always learning new things as well. She does say that **Facebook ads is really strong ROI for her Google Ad since you were talking about search engine optimization. That's definitely key. The results are best for businesses that are direct to consumer because you're capturing that all the consumer data and you can form those personal relationships with each individual consumer.** So that's always been the best as opposed to going big box retail etc. for the small businesses. But I don't have much experience, either.

**Al Multari:** I'm not an expert on it, but I do know it's a big chunk of the business and **especially with COVID. The world is flipped on its head**, at least from our industry’s standpoint. Whereas from a food standpoint, it was e-commerce, Amazon, those kinds of things were always kind of nice businesses, but not driving it.

Obviously **online business has been driving a lot of sales for us and we probably earned in three months what we're planning to do for the whole year.** My hunch is that a lot **of people who didn't use (the internet) it before started** using it and now **will continue to use it in the future because they're getting familiar with it.** So, it's going to become more and more important. Social media advertising that goes around is not my area of expertise but I do see a lot of money being spent there. I also see a lot of money coming back in sales from there, too. It's not a done deal. Learning how that works is critical going forward, especially in our industry.

WENDY HOFFMAN: Thank you. Advertising and marketing It's a big chunk of money out of your budget and if you invest in the wrong place, it can be devastating. Dorothy Phillips and I have been talking about **e-commerce and we want to start really implementing the programs so students will have up-to-date skills sets.**

Dorothy Phillips: Okay, yes, absolutely. I'm really interested in what they're hearing in their companies concerning cloud computing.

Al Multari: That's your world, Daryl.

Daryl Kato: Yeah, that is Top of Mind. There was a phrase coined. It's called forced to **digital transformation**. **COVID basically forced digital transformation.** A lot of companies talked about it but they didn't do much about it. Now everybody's jumping on the Cloud. So, we're in the process of migrating to **Microsoft Azure**. **We don't have any kind of onsite servers anymore** – only for just for backup redundancy. **Everything is going Cloud and Block Chain too so for track and trace to build trust from the brands.**

You know **QR code technology** where every product we sell. We want to eventually put on a QR code. **You can track all the way back to its source.** I could see that particularly being applicable in the coffee industry where there is a lot of farm to fork concepts from block chain. People want to have that relationship and know that we're treating farmers fairly, and practice sustainable trade. So, it's all through the block chain. It's amazing.

WENDY HOFFMAN: That's incredible. I'm a big coffee drinker, and we buy directly from a Hawaiian company that ships from the growers in Hawaii to warehouses in San Francisco and to customers on the West Coast.

WENDY HOFFMAN: Our time is coming to an end. And I just want to thank everyone for your time and all the valuable information you have provided. This advisory has been a wonderful learning experience for me and will benefit our students as they prepare for careers update their skills to advance their careers. I hope you don't mind but we may call on you again. You all have been so kind, and your feedback has been helpful, and we all thank you.

Meeting ended at 1:02 PM PST.

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